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경영학석사학위논문

# **Influence of Coworker's Abusive Supervision on the Focal Employee**

동료에 대한 상사의 비인격적 행동이  
제 3 자에 미치는 영향

2019 년 8 월

서울대학교 대학원  
경영학과 경영학 전공  
곽 지 원

# Influence of Coworker's Abusive Supervision on the Focal Employee

지도 교수 윤 석 화

이 논문을 경영학 석사 학위논문으로 제출함

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서울대학교 대학원  
경영학과 경영학 전공  
박 지 원

박지원의 석사학위논문을 인준함

2019 년 8 월

위 원 장

최진남



부위원장

이정연



위 원

윤석화



Abstract

# **Influence of Coworker's Abusive Supervision on the Focal Employee**

Gwak, Jeewon

Department of Business Administration

The Graduate School

Seoul National University

Given increased prevalence of abusive supervision in organizations recently, scholars pay attention on the abusive supervision and its outcomes in their research. Currently, most of studies regarding abusive supervision focus on its negative effects on the abused employees and even some researchers concentrated on the antecedents of abusive supervision. However, this study turns the extant attention on effects of abusive supervision and shed a light on the indirect effects of abusive supervision. Since most of employees are likely

to experience abusive supervision in indirect way, such as hearing from their coworkers or witnessing their coworkers being abused, abusive supervision on coworker gained few attentions in the extant studies. Most of them applied deontic justice theory to examine its effects on the third party of abusive supervision and addressed that the focal employee (i.e., the third party of coworker's abusive supervision) would perceive the supervisor's mistreatment unfair and unjust. Accordingly, they try to recover their damaged sense of justice by helping the victim (i.e., abused coworker) or exhibiting hostility toward the supervisor or the organization. In contrast, this study considers the exchange relationship between the focal employee and the coworker (CWX) under coworker's abusive supervision. In specific, contrary to the extant perspective, the present study insists that CWX would be negative under coworker's abusive supervision, which will eventually be linked to the focal employee's low level of organizational citizenship behavior toward the coworkers. Furthermore, this study also explores moderating effects. First, focal employees' own experience of abusive supervision will be considered and second, abused coworker's ability will be examined as moderators. Particularly, this research suggests that both moderators would cope the negative effects of coworker abusive supervision.

This study tested the hypotheses using data collected from various organizations in Republic of Korea. Focal employees and the abused coworkers completed the survey, and 162 dyads of coworkers were used in analysis. The results revealed that the coworker's abusive supervision has

influence on the focal employees who experienced it in indirect way. In specific, coworker's abusive supervision is negatively related to the focal employee's OCB toward the abused coworker, and such relation is mediated by CWX between the focal employee and the coworker. Moderation of coworker's ability also gained support, which suggest that the negative effects of coworker's abusive supervision on the CWX and OCB would be weakened if the coworker is evaluated to possess ability. However, unlike the expectation, moderation effects of focal employee's own abusive supervision did not gain support.

This study contributes the field of Organizational Behavior in several ways. First, the present study explores the effects of coworker's abusive supervision. Although several researches already discussed negative consequences of abusive supervision, still, its indirect effects have not gained enough attention. Therefore, this study contributes the literature by adopting new perspective. Second, since this article explores CWX, the research shed a light on the field of coworkers. Unlike LMX (Leader-Member exchange relationship) or TMX (Team member exchange relationship), dyadic exchange relationship between coworkers (i.e., CWX) is still uninvestigated. Since importance of coworkers is emphasized in many organizations lately, this study contributes the field of coworkers. Finally, this article focuses on the other perspective toward OCB. In spite of the extant view toward the OCB, which highlights prosocial values and other-orientations as motives of OCB, the present study notes other possible motives for exhibiting OCB. According

to extant perspective toward OCB, focal employees should help the abused coworkers because they are in trouble. However, since the hypotheses regarding low level of OCB is supported, this article posits that OCB can be motivated by other motives rather than other-orientation or prosocial values.

Although few limitations exist as well, the present study contributes the field of Organizational Behavior by supporting the negative influence of coworker's abusive supervision. Thus, I hope this study encourages future research to investigate various aspects of coworker's abusive supervision as well.

**Keywords:** Coworker's abusive supervision, Coworker exchange relationship, Coworker's ability, Organizational citizenship behavior, Triadic relationship model

***Student Numbers:*** 2017-20654

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# **I. INTRODUCTION**

Nowadays, many employees in organization suffer from harmful, tyrannical (Ashforth, 1994) and bullying (Rayner, Hoel, & Cooper, 2001) aspects of the supervisor (Namie & Namie, 2000). According to the research, more than 13.6% of employees have witnessed or experienced abusive supervision in organization (Namie & Namie, 2000; Schat, Desmarais, & Kelloway, 2006). Given its increasing prevalence, abusive supervision, which refers to “the sustained display of hostile verbal and nonverbal behaviors” (Tepper, 2000, p. 178), has gained attention by large majority of researchers. Various scholars investigated the destructive effects and outcomes of abusive supervision, such as low level of job performance or job satisfaction (Zhang & Bednall, 2016; Zhang & Liao, 2015). However, recently, few scholars attempted to broaden the current perspective toward the abusive supervision. According to them, employees are more likely to experience abusive supervision indirectly than in direct way in actual workplace. Harris, Harvey, Harris, and Cast (2013) proposed that employees can easily witness coworkers being abused, hear rumors about abusive supervisor, or read other’s experience of being abused via email. Consistently, peer abusive supervision, which indicates “the extent to which coworkers are abused by the same leader” (Peng, Schaubroeck, & Li, 2014, p.1385), has been recognized by few researchers.

Since employees can frequently witness abusive supervision in indirect way, those observers of abusive supervision may also be influenced by supervisor's destructive behaviors (Peng et al., 2014). Skarlicki and Kulik (2005) proposed three specific reasons why such influence the third party of abusive behavior receive should be explored in the organization. First, within organization, the third party can influence the relationship he or she is involved via diverse forms of communication. For example, the observer of supervisor's misbehavior can still be affected by those actions through communication with the victim. Therefore, negative outcomes of abusive supervision can be more extensive in organization even if the supervisor did not intend it. Second, under abusive supervision, third party oneself can affect reactions of the victim (Barley, 1991). For instance, depend on the reaction of the third party, the victim can either stand against the supervisor or accept one's position as a victim (Goldman, 1999). If the third party advocates the victim, he or she can resist the supervisor's misbehavior. On the other hand, the victim may just embrace his or her situation. Finally, employees' perception regarding the workplace affects his attitudes and behaviors (Mitchell & Ambrose, 2012). Thus, indirect effects of abusive supervision can impact the observer's actions in organization as it forms the perception toward the organizations. Accordingly, few scholars began to turn the attention to the field of peer abusive supervision.

In most extant studies, peer abusive supervision is regarded as the supervisors' behavior which provokes the observers' sense of justice. Therefore, scholars mainly applied deontic justice theory (Folger, 2001) and moral imperative perspective (Skarlicki, O'Reilly, & Kulik, 2015) to explain its mechanisms. According to the deontic justice theory, when an individual sees certain unjust situation, such as others being abused by the supervisor, it evokes them anger because that is perceived as mistreatment which harms the moral and social norm of the observer. Thus, even in case of peer abusive supervision, the focal employee (i.e. observer of abusive supervision), who just recognized mistreatment of the supervisor would also perceive unfairness and tend to do prosocial behavior (Priesemuth, 2013) for the abused coworkers (i.e. victims of abusive supervisor) or show lower performance to harm the organization (Porath & Erez, 2009). In contrast, this article will enrich the extant literature by examining other aspects of peer abusive supervision. Most importantly, I will explore the variation of Coworkers Exchange Relationship (CWX) between the abused coworker and the focal employee who witnessed such mistreatment and see its effects on the focal employees' organizational citizenship behavior (OCB). Coworker exchange relationship (CWX) refers to "exchanges among coworkers who report to the same supervisor" (Sherony & Green, 2002: 542). In organization, coworkers under same supervisor provide each other social supports and values, which build the stable and cohesive relationship between them (Sherif & Sherif, 2017). As a result, coworkers are likely to have trust and respect in their

relationship. However, this study proposes a different perspective toward CWX, specifically when one of the relationship partners is a victim of abusive supervisor. In particular, I address that CWX will be negative when the focal employee perceives his or her coworker being abused by the supervisor.

In specific, first, this study posits triadic relationship model of Sherony and Green (2002) and examine the relationship among one supervisor and two subordinates. Balance theory (Heider, 1958) will be proposed to delineate the effects of peer abusive supervision in such relation. Second, self-protective reaction of the observer will be considered, and finally, the coworkers' attitude toward the focal employees under abusive supervisor will be discussed. Then, consequently, I will explore the effects of CWX on the focal employee's OCB. In extant research regarding peer abusive supervision, the observer was assumed to do helping or protective behavior toward the victim, since the sense of justice was triggered when witnessing mistreatment (Mitchell, Vogel, & Folger, 2014; Priesemuth & Schminke, 2019). However, in this paper, I assert that the effects of coworkers' abusive supervision on OCB will be negative, which will be mediated by CWX. In particular, CWX will be weakened under the peer abusive supervision, and it will eventually influence the level of the focal employees' OCB toward the coworkers. Taken together, this study concentrates on (a) the relationship between peer abusive supervision and the focal employee's OCB, which will be mediated by CWX between the coworkers, and (b) how the coworker and focal employee's variables can affect such relationship.

Among various variables, the focal employee's own experience of abusive supervision and the victim's ability will be considered as moderating variables. First, I will examine if one's own experience of being abused and recognition of coworkers being abused have interaction. Such interaction has already been studied by Peng and colleagues (2014). However, they mainly considered coworkers' experience of abusive supervision as a social cue to determine the observer's behavior and did not discuss its coincident effects. Moreover, they did not examine the relationship between two employees when they both are victims of abusive supervision. Therefore, by examining those interactions, I will be able to aim the variation of the relationship under abusive supervision more deeply. Second, I will consider coworker's ability as coworker's moderating variable. When the coworker is abused and the focal employee recognizes it, coworker's personal characters, such as ability can have influences on the judgement of the third party. Mitchell and colleagues (2015) indicated that individuals do his or her own judgement regarding other employees, even when the others are being abused by their supervisors. Therefore, I suggest that focal employee will judge the coworker depend on his or her own standard, and coworker's ability will do affect such judgement, and moderate proposed relationship in the study. In sum, I will complete moderated mediation model via the third party's experience of abusive supervision and coworker's ability. By doing so, I will examine if two variables can have interaction on the relationship between witnessing

coworkers' experience of abusive supervision and OCB, which will be mediated by CWX.

In conclusion, this article has five main contributions. First, I will shed a light on the field of abusive supervision. Even though some scholars have concentrated on the social context of abusive supervision, still, most of existing literatures highlight direct effects of abusive supervision. However, abusive supervision can have critical influence in organization even if the supervisor is not abusive to every subordinate (Harris et al., 2013). Therefore, it is critical to recognize the negative effects of abusive supervision in broader perspective. Consistently, this article will contribute to the field by extending its range, and address that destructive leadership is important not only for the direct victims, but also for whom just witness it. Moreover, contrast to extant articles which explained coworker's abusive supervision with perceived unfairness and low level of justice, this study will accept different perspective, and address that coworker's abusive supervision will be negatively related to the observer's OCB. Second, I will stress CWX in the article. Relationships in the organization have been regarded with great significance in many studies, but CWX gained less attention compared to Leader-Member Exchange Relationship (LMX) or Team Member Exchange (TMX). However, since coworkers have been suggested as critical in organization lately (Chiaburu & Harrison, 2008), the dyadic relationship between them should be investigated as well. Furthermore, various extant research regarding peer abusive supervision mostly focused on the reaction of the observer who



witnessed coworkers being abused, not the relationship between the victim and the observer (Priesemuth & Schminke, 2019; Mitchell et al., 2015). Thus, by examining relationship between two as a mediating variable, this article will be able to extend existing field. Third, I will contribute to the field by exploring the interaction of coworker's abusive supervision and the observer's own experience of abusive supervision. Since the observer of coworkers being abused can also be a victim of the same supervisor's abusive behavior, those experiences of being victim directly and witnessing others being abused can have joint influence on the relationship between the focal employee and the coworker. However, such interaction has not been studied in the field yet. Although Peng and colleagues (2014) examined one's own experience of abusive supervision and peer abusive supervision jointly, they failed to consider the interaction between two when happened coincidently. Rather, they only highlighted that the observer's own experience of abusive supervision is more negative than witnessing other's experience. Therefore, I will consider both together and fill the gap on the studying of those interaction. Forth, I will examine a coworker's characteristic when discussing the focal employee's attitudes and behavior toward the abused coworkers. Till now, among diverse variable in organization, most of scholars only considered leader's or the focal employee's characteristic when studying peer abusive supervision (Mitchell et al., 2015; Peng et al., 2014; Shao & Mawritz, 2016). Thus, by considering the coworkers' ability as moderating variables, this article will extend the original perspective and explore if victim-related

factors can also bring differences to the attitudes and behaviors of the focal employee. Finally, I will put a light on the other side of OCB. Till now, most extant literatures regarded OCB as outcomes of prosocial motives (Rioux & Penner, 2001) and other-serving values (Joireman, Kamdar, Daniels, & Duell, 2006; Settoon & Mossholder, 2002). However, in this article, I would focus on other motives for OCB. For instance, recent literatures regarding OCB insisted that some employees might do OCB to be looked good, not just to help others and organizations (Bolino, 1999; Flynn, 2003), which can be represented by impression management motives (Grant & Mayer, 2009). Consistently, I will consider OCB not as a result of prosocial motives and discuss employees would also do OCB when there are some expected benefits from it.

## **II. THEORETICAL BACKGROUND**

### **1. Coworker's Abusive Supervision**

Nowadays, many scholars pay attention on the destructive side of leadership, since organizations increasingly reports tyrannical (Ashforth, 1994) and bullying (Rayner et al. 2001) aspects of the supervisor. Taking into consideration that abusive supervision is easily recognized in organizations lately, scholars tended to shed a light on the relevant field as well (Namie & Namie, 2000; Schat et al., 2006). For that reason, few studies were conducted to investigate the effects and outcomes of abusive supervision (Martinko, Harvey, Brees, & Mackey, 2013; Tepper, 2007; Wu & Hu, 2009; Zhang & Bednall, 2016; Zhang & Liao, 2015). For instance, under abusive supervisor, employees show low level of job satisfaction (Tepper, 2000), organizational commitment (Burris, Detert, & Chiaburu, 2008), organizational citizenship behavior (Aryee, Chen, Sun, & Debrah, 2007), and job performance (Harris, Kacmar, & Zivnuska, 2007). Zhang and Liao (2015) did a meta-analysis on abusive supervision and its consequences, then demonstrated that employees' various attitudes and behaviors are related to abusive supervision. In specific, abusive supervision induces employees' low level of justice perception (Blader & Tyler, 2009; Rafferty & Restubog, 2011; Tepper, 2007), work-family conflict (Wu, Kwan, Liu, & Resick, 2012), and prohibit them from prosocial voice behavior (Rafferty & Restubog, 2011). Recently, to minimize

the negative consequences caused by abusive supervision, antecedents of abusive supervision also gained attentions (Zhang & Bednall, 2016). Subordinates' organizational deviance (Lian, Ferris, Morrison, & Brown, 2014), hostile climate in organization (Mawritz, Dust, & Resick, 2014), low performance of subordinates (Walter, Lam, Van Der Vegt, Huang, & Miao, 2015) and mistreatment of supervisors in higher level were suggested as such antecedents (Liu, Liao, & Loi, 2012; Zhang & Bednall, 2016).

Although most of extant studies regarding abusive supervision concentrate on how victims react to the supervisors' harmful behaviors, or what caused supervisors' such behaviors, recently, rather new perspective toward abusive supervision has emerged. For example, Lee, Yun and Srivastava (2013) proposed curvilinear effects of abusive supervision on subordinates' creativity, and Tu, Bono, and Shum (2018) suggested spillover effects of abusive supervision, which indicates subordinates imitating supervisors' abusive behavior because they believe its effectiveness. Consistently, some scholars extended discussion on abusive supervision by considering its effects in broader, social context (Mitchell et al., 2015). It notes that a supervisor's abuse toward other coworkers can also influence on the employees, when just recognized by him or her (Peng et al., 2014). Within this field, peer abusive supervision, which refers to the third party's witnessing their coworkers being abused (Peng et al., 2014), has been emphasized.

Peer abusive supervision was proposed with increasing need to examine effects of supervisors in social context. As Duffy, Ganster, Shaw, Johnson and Pagon (2006) suggested, influences of leaders in the organization is not direct at only one specific subordinate but occur widespread within organization. Specifically, in work environment, employees can easily experience abusive supervision in diverse ways, even if they are not directly abused (Harris et al., 2013; Priesemuth & Schminke, 2019). Skarlicki and Kulik (2015) also stressed peer abusive supervision because individuals often form the impression of organizational justice through indirect experience, such as witnessing or hearing the mistreatment. Accordingly, few scholars did a laboratory study and revealed that abusive supervision does have effects not only directly, but also in indirect way (Kray & Lind, 2002; Skarlicki & Rupp, 2010). Other researchers conducted a field study as well and examined the impacts of peer abusive supervision (Peng et al., 2014; Shao, Li, & Mawritz, 2017). Within the field, most scholars contended that by witnessing such mistreatment toward their coworkers their moral standards are being damaged (Cropanzano, Goldman, & Folger, 2003). As a result, it will evoke their sense of morality, which will eventually lead to negative moral emotion (Folger, 2001; Folger & Cropanzano, 2010; Priesemuth et al., 2019). In specific, they accepted deontic justice theory (Folger, 2001, 2002), moral imperative perspective (Skarlicki, O'Reilly, & Kilik, 2015) and fairness theory (Folger & Cropanzano, 1998, 2001) to delineate the reaction of the observers in peer abusive supervision. Since the

employees' moral standard is damaged, they will try to rebuild it by engaging in helping behavior toward the victim, or by showing hostility toward the supervisor or organization. For instance, the third party will do prosocial behavior to recover their damaged value and sense of justice (Priesemuth, 2013), and exhibit protective behavior toward the victims because they feel moral outrage for the supervisors (Priesemuth et al., 2019).

Recently, other perspectives toward peer abusive supervision has also arisen. For instance, Shaffer, Courtright, Colbert and Darnold (2009) insisted that the employees will judge the coworkers depend on their own standard when they witness coworkers are being abused by that supervisor. If the employee perceives the supervisor closer than the coworker, they exhibit positive attitude toward the supervisor even if they are abusive to others. Also, if the performance related to the supervisor is evaluated positive, they recognize the supervisor positively as well. Similarly, Mitchell, Vogel and Folger (2015) suggested that the third party will do his or her own judgement regarding the victim, whether he or she deserves the mistreatment of the supervisor. Depend on such judgement, the focal employee may either help the coworker, exhibit deviant behavior toward the supervisor or tend to exclude the coworker from the task. Moreover, they considered the third party's moral identity importantly. According to them, if the focal employee possesses high moral identity, he or she will try to help the victims. On the other hand, some scholars intended that employees would follow more self-centered way under peer abusive supervision. For example, Shao and

colleagues (2016) proposed self-protective reaction toward the coworkers who are being abused. Particularly, when employees face coworkers being victims of abusive supervisor, they will increase their efforts on performance to prevent potential threat from the supervisors. Harris and colleagues (2013) even insisted that the focal employees will engage in coworker abuse when experience vicarious abusive supervision because they perceive organization allows destructive behaviors toward others. Furthermore, Peng, Schaubroeck, and Li (2014) explored joint influence of own abusive supervision and peer abusive supervision. In specific, they considered peer abusive supervision as a social cue which affects employees' attitude and behavior toward their supervisor and coworker. According to them, both own abusive supervision and peer abusive supervision have negative effects on one's helping behavior and task performance. However, own experience is more significant than coworker's, so it is more negatively related to one's task performance and helping behavior. Consequently, they demonstrated that task performance and helping behavior is highest when both experiences of abusive supervision are low (Peng et al., 2014). Finally, Harris and colleagues (2013) suggested vicarious abusive supervision, which includes broader range than peer abusive supervision. Vicarious abusive supervision indicates not only the indirect experience of abusive supervision by witnessing or hearing, but also includes reading from emails or hearing as rumors, so the victims do not have to be the exact coworkers of the third party (Harris et al., 2013). According to their research, employees recognize abusive supervision as widespread

within organization when they experience vicarious abusive supervision. Unlike direct abusive supervision, which induces isolation to the victims, employees may perceive abusive supervision as pervasive. Therefore, they tend to show high level of job frustration, coworker abuse and perceive organizational support as low.

## **2. CWX and Triadic Relationship Model**

To date, the significance of coworkers is magnified as organizations are flat, team-based, and have more interdependent tasks than before (Chiaburu & Harrison, 2008; Duffy et al., 2002). For instance, in the United States, over 80% of companies use teams (Cascio, 1998), and over 90% of employees face coworkers in the workplace (Fairlie, 2004). Therefore, scholars have considered coworkers critical in organization (Chiaburu & Harrison, 2008), and accordingly, relationship between coworkers has also gained attention in the field. CWX (Coworker Exchange Relationship), which was proposed by Sherony and Green (2002), is one of such relationship and it reflects the increased significance of coworkers in organization.

CWX indicates an exchange relationship between subordinates who are under same supervisor (Sherony & Green, 2002). Two coworkers in the relationship possess mutual trust, respect, obligation and royalty toward each other (Raabe & Beehr, 2003; Sherony & Green, 2002). However, CWX did not gain much attention, even the significance of coworkers has been magnified lately (Chiaburu & Harrison, 2008). Rather, other similar concept,



such as Team Member Exchange (TMX) has been regarded critically in existing articles (Farmer, Van Dyne, & Kamdar, 2015). TMX refers to the exchange relationship between team members, one and his or her group, thus highlights the membership in the team as a whole (Liden, Wayne, & Sparrowe, 2000). CWX, on the other hand, represents dyadic relationship between coworkers who report to the same supervisor (Sherony & Green, 2002). Similar to LMX, CWX assumes that each employee in work group would form unique CWX with each of their group members. It is salient because both CWX and LMX have an influence on each other (Graen & Uhl-Bien, 1995), and is also important for leadership process. Therefore, in this article, I will turn the attention toward CWX rather than other similar relations and explore it in depth.

According to Sherony and Green (2002)'s triadic relationship model, one leader and two subordinates who report to that leader may have triadic relationship among them within organization, and each of them will try to achieve balance in the relationship (Heider, 1958). They explained such triadic relationship with the concepts of LMX, the exchange relationship between the leader and each of subordinates, and CWX, the exchange relationship between two subordinates. Since individuals pursue balance in the relationship (Heider, 1958), the relationship among them can vary depend on each relationship they possess. First, when the leader maintains positive LMX with both of the subordinates, CWX between those subordinates will be positive as well. Likewise, if LMX with both subordinates are negative,

still, CWX will be positive. Drawing from balance theory (Heider, 1958), two individuals who have similar quality of LMX would tend to possess positive CWX because of tendency to achieve balance in their relationship. Moreover, such similarity in perspective forms close relationship with each other (Sparrowe & Liden, 1997). Therefore, if levels of each subordinate's LMX are similar, they will regard each other to be similar and form positive sentiment toward each other. Consequently, it will result in enhanced CWX between them. However, if each of two subordinate form different level of LMX with the leader, for instance only one of them has positive LMX with leader, CWX between two subordinates would not be positive. It is because of tension and discomfort induced by imbalance in LMX (Heider, 1958; Sherony et al., 2002). Specifically, since LMX of two are different, they fail to keep the balance in their relations, which will induce negative interpersonal emotions between them. As a result of such imbalance, two subordinates will have low level of CWX between them. In sum, since a leader is one of most influential sources within organization (Shanock & Eisenberger, 2006), interaction between coworkers depend on relationship with the leader. Triadic relationship model (Sherony et al., 2002) also posits that and delineates the balance in such relationship.

### **3. Organizational Citizenship Behavior: Motives for OCB**

Organizational citizenship behavior (OCB) is defined as individual's discretionary behavior to promote organizational effectiveness, which is not specified in job description or official reward system (Organ, 1988). OCB gained lots of attention in recent decades (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), and various scholars studied its antecedents and outcomes. For instance, employee's commitment, trust on leader (Organ & Ryan, 1995), perceived organizational support, and LMX (Moorman, Niehoff, & Organ, 1993) have been examined to predict OCB. Specifically, among diverse variables, leader's behavior is demonstrated to be most important factor for OCB (Moorman et al., 1993; Podsakoff et al., 2000). Consistently, transformational leadership and supportive leadership has been proved as critical antecedents of OCB (Podsakoff et al., 2000). On the other hand, abusive supervision is negatively related to OCB, because subordinates perceive low sense of autonomy and control under abusive supervisor (Ashforth, 1997; Zellars, Tepper, & Duffy, 2002). For outcomes of OCB, in organizational level, higher performance or customer satisfaction were suggested (Ehrhart & Naumann, 2004; Podsakoff et al., 2000). In individual level, employees who engaged in OCB gained higher performance evaluation from supervisors and achieved promotions (Motowidlo & Van Scotter, 1994; Podsakoff et al., 2000; Van Scotter, Motowidlo, & Cross, 2000).

In most extant studies, OCB was described as extra-role behavior, which emphasizes employee's free will when doing it (Organ, 1997). Rioux

and Penner (2001) identified three motives of OCB; prosocial values motives, organizational concern motives and impression management motives. Among three motives, organizational concern motives indicate employees' motives to help and be involved in organization (Takeuchi, Bolino, & Lin, 2015). Compared to other two motives, it is organizational focused motives. Therefore, since this study is regarding relationship between coworkers, I would concentrate on other two individual focused motives. First, prosocial motives encourage individuals to conduct OCB to help and benefit others, not for personal interest (Rioux & Penner, 2001). Individuals with prosocial motives tend to focus on outwards, therefore easily detect other's interest and needs (Meglino & Kosgaard, 2004). Moreover, they are often willing to contribute to others and the organization, which also results in OCB (Bolino & Turnley, 2005; Grant & Mayer, 2009; Meglino & Kosgaard, 2004). However, lately, few scholars addressed that such prosocial motives or other-orientation are not only motives for OCB. Grant and Mayer (2009) suggested "good soldier" and "good actor", which is represented by prosocial motives and impression management motives. Impression management motives indicate the latter one, "good actor", claiming that individuals not only want to do good, but also be looked good (Grant & Mayer, 2009). Accordingly, impression management motives indicate that employees exhibit OCB to gain higher social status, better evaluation, positive image, and achieve personal interest (Bolino, 1999; Flynn, 2003). Grant and Mayer (2009) even insisted that two motives, prosocial and impression management motives coexist

when employees engage in OCB. According to them, individuals have mixed motives, which encourage them to exhibit certain citizenship behaviors. Furthermore, drawing from resource allocation theory (Becker, 1965), engaging in one specific behavior requires his or her resources, which is infinite. OCB also requires one's resources, such as time and energy. Therefore, OCB sometimes decrease an actor's performance level because one may use up all of his or her resources while doing OCB (Bergeron, 2007). For instance, Rubin, Dierdorff, and Bacharach (2013) examined curvilinear relationship between one's frequency of OCB and supervisor-related performance. Thus, one might tend to exhibit OCB when there are particular trade-offs for it (Ellington, Dierdorff, & Rubin, 2014). Consistently, Van Der Vegt and colleagues (2006) contended that employees' expertness encourages others to engage in OCB, and Ellington and colleagues (2014) suggested interdependence as crucial factors for OCB. Popularity and network centrality in work group (Scott & Judge, 2009) are also critical variables when considering OCB. In sum, OCB should be considered not only with other-oriented perspective, but also more of self-centered perspective thoroughly, and need to consider that there can be various possible reasons for employees to conduct OCB toward coworkers.

### **III. HYPOTHESES DEVELOPMENT**

#### **1. Coworker's Abusive Supervision and CWX**

According to extant literatures, when one experiences abusive supervision indirectly by witnessing their coworkers being mistreated, he or she perceives low level of justice within organization, show sympathy toward the victim, and try to help and protect the victims (Folger, 2001; Priesemuth & Schminke, 2019). However, this article explores whether the observer actually exhibit helpful attitudes toward the victim in case of peer abusive supervision. In specific, this study assert that the focal employee would not have positive relationship with the coworker, the victim of abusive supervision. To delineate it, first, Sherony and Green (2002)'s triadic relationship model will be considered.

Heider (1958) asserted that individuals tend to maintain balance in their relationships. Based on this balance theory (Heider, 1958), Sherony and Green (2002) proposed triadic relationship model, which contains one leader and two subordinates reporting to that same leader. In this relationship model, each individual tends to achieve balance through their LMX and CWX. Therefore, if two subordinates acquired balance in their level of LMX, they tend to form high quality of relationship with each other to maintain such balance. For instance, when the leader has high level of LMX with both of the subordinates, the CWX between those subordinates will also be positive

because they seek to attain balance in their triadic relationship. Similarly, if both of LMX are negative, CWX would still be positive since the balance exists in two subordinates' LMX with the leader. On the other hand, if the leader possesses high quality of LMX with only one subordinate, CWX between two subordinates is likely to be in low quality because they try to overcome psychological discomfort and tension induced by imbalance in their LMX. In social context, individuals happen to know surrounding social ties of others through verbal and nonverbal communication (Heider, 1958). As a result, they judge each one's social status in the group, and it will influence attitudes and behaviors toward each other (Sherony & Green, 2002). Therefore, if one of coworker's LMX is higher than the coworker's LMX, it can be recognized between two, and imbalance will emerge in their relationship.

Under abusive supervision, employees tend to possess low quality of relationship with their supervisor (Martinko, Douglas, & Harvey, 2006; Peng et al., 2014; Xu, Huang, Lam, & Miao, 2014; Zhao, Gao, & Liu, 2018). Social exchange relationship is based on reciprocity, which indicates one gives as much as he or she believes as received (Gouldner, 1960; Perugini & Gallucci, 2001). Therefore, in case of abusive supervision, which indicates hostile and undermining behaviors of the leaders (Tepper, 2000), subordinates do not tend to recognize their supervisors as respectful, and as a result, they will form low quality of LMX (Yangil, Ben-Zur & Tamir, 2011). Zhang and Liao (2015) also demonstrated that interaction between an abusive supervisor and

subordinates would be negative. Thus, the victim would have low quality of LMX with the supervisor when they are abusive. However, in case of coworkers being abused, the focal employee who perceived abusive supervision indirectly through their coworker can have positive relationship with the supervisor, since the supervisor does not display abusive behavior toward him or her directly. In consequence, discrepancy will emerge between two subordinates' level of LMX. Since such discrepancy will be easily recognized by subordinates (Zhao et al., 2018), CWX between two will be weakened. In specific, as stated in triadic relationship model (Sherony & Green, 2002), imbalance in LMX will bring subordinates psychological uneasiness. Moreover, Tse and colleagues (2013) even insisted that the subordinate with lower LMX may feel contempt toward the other because of such imbalance. In sum, in triadic relationship among three, CWX between the focal employee and the coworker would be negative when the coworker is the victim of abuse.

Second, individuals tend to show self-protective reaction when he or she believes that the leader can be abusive. Shao, Li, and Mawritz (2017) suggested that the focal employee who observed supervisor's mistreatment toward the coworkers try to avoid possible threat or risk by the supervisor. Self-protective reactions indicate such circumstances, where the focal employee tries to protect themselves from abusive supervisor by increasing performance effort, because they perceive supervisor's abusive behavior can also bring them harm (Skarlicki & Kulik, 2005). Consistently, this article



asserts that as one of self-protective reaction, the focal employee will not tend to form positive and close relationship with the coworker. In organization, individuals evaluate potential exchange partner before building up a relationship, and the social standing of potential partner in the group is critical cue for decision of such assessment (Tyler & Blader, 2000). Treatment he or she receives from the supervisor, therefore, acts as one of standards to judge the social standing. Thus, victims of abusive supervisor, who are not seemed to be valued, are not likely to be evaluated positively as exchange partner, because one regards him or her low in social status in the organization (Schaubroeck et al., 2016). Individuals often judge what is good and bad first, and then behave to achieve good and to avoid bad things (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001). In this case, perception of the mistreatment victim receives works as a cue to determine his or her social status in the group, which will also affect the focal employee's tendency to pursue good things. As a result, the focal employee would not likely to judge the victim as valuable to develop a positive relationship with.

Furthermore, abusive supervision usually induces fear to the subordinates (Kiewitz, D. Restubog, K. Shoss, M. Garcia, & L. Tang, 2016; Lutgen-Sandvik, 2003). Under abusive supervision, subordinates might perceive consistent threat, uncertainty and danger (Kiewitz et al., 2016; Shaver, Schwartz, Kirson, & O'Connor, 1987). Similar to abusive supervision, subordinates may also be afraid of possible mistreatment of the supervisor even when coworkers are abused (Shao et al., 2017). Although the

subordinate is not the direct victim, aggressive and tyrannical behavior of abusive supervisor (Tepper, 2000) can be recognized in the organization easily (Harris et al., 2013). Furthermore, such perception of mistreatment may induce subordinates to regard the organization as pervasive of abusive supervision (Harris et al., 2013). As a result, such behaviors can be signals of threat to subordinates widespread, which will evoke emotion of fear to them (Kiewitz et al., 2016). In extant perspectives regarding peer abusive supervision, scholars contended that the observer of mistreatment would perceive unfairness and behave to repair damaged sense of justice (Mitchell et al., 2015; Priesemuth & Schminke, 2019). However, in actual workplace, since the degree of power is different for supervisors and subordinates (Carver & White, 1994), it would be more difficult for subordinates to stand against to the supervisor (Kiewitz et al., 2016). Rather, when feeling fear, individuals tend to avoid fear-inducing stimuli (Kish-Gephart, Detert, Trevino, & Edmonson, 2009) and prevent themselves from expected danger and minimize possible threat from same sources (Detert & Edmondson, 2011). Kiewitz and colleagues (2016) insisted that under abusive supervisor, subordinates tend to exhibit defensive silence because of fear. Similarly, when coworkers are being abused, the observer would not try to make themselves noticeable. Therefore, under peer abusive supervisors, the focal employee will do avoidance behavior to evade mistreatment of the same supervisors. In this article, I assert that not enhancing the relationship with the coworker is a one of ways to do so, because it provokes the focal employee

to be misjudged as close to the coworker. Consequently, the focal employee would not tend to form strong and positive relationship with the coworker as a way of avoidance.

Finally, the victim would also perceive the observer do not show respect toward them when only he or she is being abused by the supervisor. Schaubroeck and colleagues (2016) examined that under abusive supervisor, the level of respect the victims perceive as they gain from their peers would be low. In specific, employees often view their supervisor as the representative of the organization and interpret supervisor's opinion as that of organization because supervisor is regarded as experienced evaluator of subordinates (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Therefore, the victim who is abused by the supervisor would assume that their coworkers would accept the perspective of the supervisor toward themselves, which is negative (Schaubroeck et al., 2016). Moreover, when the victim recognizes his or her experience of abusive supervision as more severe than other coworkers, one will feel less psychologically attached to their coworkers, and less commitment toward them (Burris et al., 2008). Psychological tension and discomfort might also emerge as two subordinate's positions are different (Tse et al., 2013). Consequently, the victims, who thinks their coworker as not respectful, would not respect them either in the relationship. Since social exchange relationship is based on reciprocity (Gouldner, 1960; Perugini & Gallucci, 2001), the other side of the relationship, the third party would not respect the victims either. Thus, the

relationship between two subordinates will be negative, which leads to the low level of CWX. In sum, I contend that when the coworker is the victim of abusive supervision, CWX between the coworker and the focal employee, who just witnessed the mistreatment, will be weakened. Thus,

*Hypothesis 1. Coworker's abusive supervision is negatively related to coworker exchange relationship (CWX) between the focal employee and abused coworker.*

## **2. OCB under Coworker's Abusive Supervision**

Hypothesis 1 suggests that the focal employee would have low quality of CWX with a certain coworker when the coworker is abused by the supervisor. Furthermore, this study proposes the variation of focal employee's OCB as a result of lowered CWX. Since OCB is described as discretionary behavior beyond the organizational requirements (Organ, 1995), OCB was assumed to be emerged mostly as a consequence of prosocial motives (Bateman & Organ, 1983; Organ, 1988). According to the research regarding OCB and prosocial motives, when focal employee witnesses coworkers being abused, he or she is likely to do OCB toward the coworker because OCB is induced by duty (Moon, Kamdar, Mayer, & Takeuchi, 2008), empathy (Settoon & Mossholder, 2002) and other-orientation (Meglino & Koregaard, 2004). Therefore, many

of extant articles regarding peer abusive supervision insisted that the observer would help the coworker when abused by the supervisor (Priesemuth, 2013). However, this paper views the focal employee's OCB toward abused coworker in different perspective by exploring the mediating role of CWX between focal employee and the abused coworker.

In prior Hypothesis, I asserted that under peer abusive supervision, CWX between the focal employee and the abused coworker would be negative. In specific, when the coworker is the victim of abusive supervision, the focal employee tends to possess positive LMX with the supervisor compared to the coworker (Sherony & Green, 2002), which will lead to lowered CWX. Furthermore, the focal employee will exhibit self-protective reaction (Shao et al., 2017) by not building close relationship with the abused coworker. The victim of abuse would not show positive attitudes toward the focal employee because respect they believe they are gaining from him or her would not be high (Schaubroeck, Peng, & Hannah 2016). Thus, considering lowered CWX under peer abusive supervision, I address that the observer will not do OCB toward the victim. Exchange relationship between coworkers is composed of respect, trust, and loyalty (Raabe & Beehr, 2003; Sherony & Green, 2002). In addition, individuals tend to form relationship with others who they believe as similar to them (Sherony & Green, 2002). Because of such similarity, partners of the relation can easily recognize each other's need, and try to help them with it and exhibit OCB particularly when the relation is positive (Baker & Omilion-Hodges, 2013; Clark, Mills, & Powell, 1986).

Furthermore, employees tend to do OCB more often when they are committed to interpersonal relationship with others (Van Der Vegt, Bunderson, & Oosterhof, 2006). Based on social exchange theory and its reciprocity (Blau, 1964), employees tend to help coworkers when already received help from the coworker (Ellington, Dierdorff, & Rubin, 2014). However, since CWX between two subordinates is negative when only one of them is victim of abusive supervision, it will be not positively linked to OCB toward the coworker. Baker and Omilton-Hodges (2013) also suggested low level of OCB when the LMX score is discrepant within work group, which is the case of peer abusive supervision. Thus, when the coworker is being abused by the supervisor, the focal employee is not likely to exhibit OCB toward the coworker, and such relation will be mediated by CWX between two.

Motives for OCB also support the link between peer abusive supervision and OCB. Originally, most of scholars believed that the purpose of OCB actor is prosocial, which indicates that employees want to help others and contribute to the organization (Meglino & Korsgaard, 2004; Rioux & Penner, 2001). However, recently, researchers examined that employees engage in citizenship behavior to form favorable image (Bolino, 1999) and to gain higher position within organization (Flynn, 2003). Such motives can be represented by impression management motives, which have emerged as new perspective toward OCB (Grant & Mayer, 2009). Grant and Mayer (2009) also revealed that those two, prosocial and impression management motives jointly affect employees to exhibit OCB. Also, according to resource

allocation theory (Becker, 1965) one's resource, such as time and energy is limited. Thus, giving help, which requires resources, can be only done when reciprocity is presumed, or the other's help would be expected to be valuable in the future (Mueller & Kamdar, 2011).

In sum, this study contends that employees would not engage in OCB under peer abusive supervision. First, low quality of CWX with the coworker would lead the focal employees not to engage in OCB. Van Der Vegt and colleagues (2006) insisted that individuals tend to help others who have close relationship with them. It is proposed as "prorelationship behaviors" (Rusbult, Foster, & Agnew, 1991), which indicates that individuals who are committed to the certain relationship have willingness to help those in the relationship. Under peer abusive supervision, however, the focal employee does not form close relationship with the coworker who is mistreated by the supervisor. Furthermore, because of such low quality of relationship, individuals would not assume that the other side would reciprocate their citizenship behavior. Since engaging in OCB also requires one's time and energy, employees have no specific reason to do such behavior if there is nothing expected to be returned (Mueller & Kamdar, 2011). Second, since OCB is exhibited with impression management purpose (Bolino, 1999; Grant & Mayer, 2009) as well, the focal employee would not exhibit OCB because they assume that the victim is not valuable for their images or social status. Abusive supervision toward the coworkers may act as a signal of threat (Kiewitz et al., 2016), and moreover, the focal employee would regard the coworker as

inferior and unimportant (Ekman, 1994; Fischer & Roseman, 2007) because of LMX discrepancy. Consequently, the focal employee would not recognize any benefit on social status or position through helping the abused coworker, which will decrease the level of OCB toward the coworker. As a result, the focal employee would not do OCB toward the coworker, and it will be mediated by CWX between two. In summary, the focal employee who witnessed his or her coworker being abused would not engage in OCB, and it will also be mediated by CWX between them. Thus,

*Hypothesis2. Coworker's abusive supervision is negatively related to the focal employee's Organizational Citizenship Behavior (OCB) toward the abused coworker, and such relation is mediated by CWX between the focal employee and the coworker.*

### **3. Moderation of Focal Employee's Abusive Supervision**

In this article, I address the moderation by the focal employee's own experience of abusive supervision and the coworker's ability. First, I argue that if the observer is also the victim of the same supervisor's mistreatment as the coworker, the relationship between them can be changed. When an employee experiences abusive supervision both directly and indirectly, they would regard the organization as pervasive of abusive supervision and



increase hostility toward the supervisor and organization (Harris et al., 2013). As a result, they will show similarity in the negative sentiment toward the supervisor. Drawing from Sherony and Green (2002)'s triadic relationship model, every individual is willing to achieve balance in their relationship. When two subordinates posit similar perspective toward the leader, which is negative in case of abusive supervision, those two will have positive relationship with each other. In other words, since LMX of two subordinates are both negative in triadic relationship among one supervisor and two subordinates, CWX between two subordinates would be positive because of the tendency to maintain balance.

When experience unfairness in organization, it would be shared by the victims in a form of "unfairness talk" (Baer, Rodell, Dhensa-Kahlon, Colquitt, Zipay, Burgess, & Outlaw, 2018). Specifically, among conversations about experiences in the workplace, unfairness is one of most popular topics (Bowe, Bowe, & Streeter, 2001). Since the workplace is quite interdependent nowadays and coworkers are most frequently confronted one in organization (Chiaburu & Harrison, 2008), individuals tend to talk to coworkers about the mistreatment they experienced, and regard such talking as a way of avoiding the experience and relieve from it (Baer et al., 2018; Sias & Jablin, 1995). Furthermore, when suffering from negative events, individuals intend to share it with others who encountered similar situation (Schachter, 1959). By doing so, they can reduce their anxiety and stress (Duprez, Christophe, Rime, Congard, & Antoine, 2015). Taken together, when perceived unfairness by

supervisor's mistreatment, victims are likely to share such experience with the coworkers, specifically who is also a victim.

Baer and colleagues (2018) insisted that unfairness talk, which indicates subordinates' certain communication with other coworkers about the mistreatment of their supervisors, is very frequently occurred within organization. Under abusive supervisor, subordinates perceive unfairness and low quality of justice, not only when experience mistreatment, but also when witness it (Folger, 2001; Tepper, 2000; Zhang & Liao, 2015). Since employees usually have a conversation to relieve and buffer the stress (Duprez et al., 2015), such experiences would likely to be shared while talking to each other. Thus, when two individuals discuss their similar experiences caused by supervisors' abuse, they are likely to share the perception of justice, which will eventually affect their attitude and behavior toward each other (Erdogan & Bauer, 2010). Consequently, such interaction between them will influence them to have similar perspective toward the supervisor, which will also affect their relationship.

In sum, such similarity will enhance the relationship between them (Sherony & Green, 2002). In other words, since they have similar level of LMX with the leader, CWX between them will be enhanced (Heider, 1958). Thus,

*Hypothesis3a. The focal employee's own experience of abusive supervision moderates the negative relationship between coworker's abusive supervision and CWX. In specific, CWX is strengthened when the focal employee's own abusive supervision is high rather than low.*

Taken together, the focal employee's own experience of abusive supervision will moderate the relationship between peer abusive supervision and focal employee's OCB toward the coworker via CWX between them. Since individuals who experienced abusive supervision both directly and indirectly may form higher CWX with the coworker as supposed in Hypothesis 3a, they will be likely to engage in OCB toward the coworker. Taken together, we propose moderated mediation model. Thus,

*Hypothesis3b. The focal employee's own experience of abusive supervision moderates the relationship between coworker's abusive supervision and focal employee's OCB toward the abused coworker via CWX between them, such that the level of OCB is strengthened when the focal employee's own abusive supervision is high rather than low.*

#### **4. Moderation of the Coworker's Ability**

Coworker's ability will also moderate the relationship between coworker's abusive supervision and CWX. Ability indicates the knowledge and skills needed to do a specific job, and it also includes general wisdom and interpersonal skill to succeed in organization (Gabarro, 1978). If an employee has ability, embedded knowledge and skill in it will give other employees an opportunity to develop their performances (Littlepage, Schmidt, Whisler, & Frost, 1995). Therefore, ability is considered as critical components of trustworthiness (Colquitt, Scott, & LePine, 2007). If one perceives that the coworker has specific ability regarding task, he or she will perceive that the coworker would be able to do given job with appropriate skills. Such kind of trust, which is based on the ability, is significant to build the social exchange relationship (Colquitt et al., 2007). Furthermore, drawing from expectation states theory (Fisek, Conner, & Berger, 1974), one's ability forms his or her status in the group. Particularly, ability builds others' expectation regarding one's contribution on performance, which eventually work as status power and resources (Van Der Vegt et al., 2006). In dyadic relationship, such power develop dependence toward an employee who possesses ability, and it will lead to the commitment in the relationship (Van der Vegt et al., 2006).

Accordingly, in this article, I insist that if an abused coworker is acknowledged to have ability in the workplace, the focal employee will trust him or her despite of the situation of abusing. In specific, employees tend to form relationship with someone who are advantageous to work with and

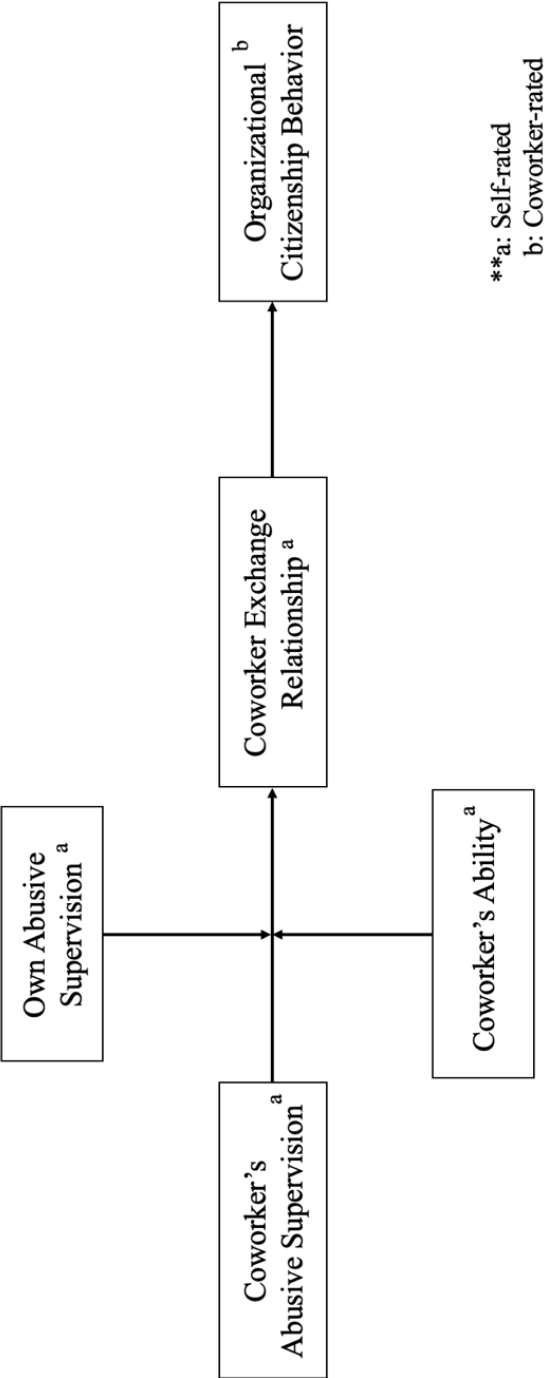
possessing valuable information and resources which can lead to successful performance (Lee & Ashforth, 1996). Moreover, one would maintain positive relationship with counterpart when he or she is believed to be beneficial in the future, even if one dislikes him or her (Van der Vegt et al., 2006). Mitchell and colleagues (2015) contended that under peer abusive supervision, the third party does his or her own judgement toward the victim before deciding one's attitudes and behaviors toward them. Thus, if the victims have ability, which is interpreted to be beneficial resources in the future, one will tend to form positive relationship with them, even if they are being abused. In sum, since social exchange relationship includes the process of evaluation on each other before building relationship (Tyler & Blader, 2000), such ability will conduct a critical role for the focal employee when developing the relationship with the coworker. Thus,

*Hypothesis4a. The abused coworker's ability moderates the negative relationship between coworker's abusive supervision and CWX. In specific, CWX is strengthened when the coworker's ability is high rather than low.*

Taken together, the coworker's ability will moderate the relationship between coworker's abusive supervision and focal employee's OCB toward the coworker via CWX between them. Since the coworker who has ability in workplace is judged as beneficial to build the relationship as supposed in Hypothesis 4a, the focal employee will be likely to engage in OCB toward the coworker. In summary, we propose moderated mediation model. Thus,

*Hypothesis4b. The abused coworker's ability moderates the relationship between coworker's abusive supervision and focal employee's OCB toward the abused coworker via CWX between them, such that the level of OCB is strengthened when the coworker's ability is high rather than low.*

**Figure1. Hypothesized Model**



## **IV. METHOD**

### **1. Sample and Procedure**

Survey data was collected through questionnaires distributed to diverse organizations in Republic of Korea. The survey packages were distributed to 180 dyads of coworkers in a team setting. Survey packages included two independent surveys, one for focal employee and one for coworker who are under same supervisor. To ensure confidentiality, all surveys were given with unique code, and participants were asked to seal the enclosed envelopes after completion. Furthermore, to prevent common method bias, which occurs frequently on field of Organizational Behavior (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003), two independent sources were both asked to complete their own questionnaires.

First, focal employees were asked to evaluate their one specific coworker and the leader in the survey. Then, they gave that specific coworker the second survey, which is also enclosed in separate envelop. Second survey asked participants to evaluate the focal employee who gave them the survey and the leaders. During the process, tenure with coworker was described in the first page of the survey to prevent them from giving the second survey to coworkers they regard as close to them. For example, half of distributed survey packages asked the focal employees to give the second one to whom they worked with for longest period, and the other half asked them to



distribute the survey to the coworkers they worked with for shortest time. For precise causal relationship, the study had to conduct additional laboratory study or do longitudinal study. However, because of difficulty in data collection, all the data was collected in cross-sectional way.

In total, 180 dyads of survey were distributed, and 165 pairs were returned, so the response rate is 91.6%. After eliminating insufficient surveys, 162 dyads were used in final analyses. Among focal employees, 43.8% was male and average age was 33 years ( $SD=6.97$ ). Their average tenure was 5.6 years ( $SD=6.16$ ), and most of them graduated university (74.7%). Among coworkers, the average age was 31 years ( $SD=7.14$ ) and 31.5% of them were male. Average tenure was 4.4 years ( $SD=6.4$ ), and most of them graduated university (74.7%) as well. Since this article is regarding coworker relationship, the tenure the focal employee and coworker worked together was also measured, and average tenure was 2.4 years ( $SD=3.1$ ). Various sectors of industry were included in the sample, for instance service industry (50.6%) and sales industry (14.2%).

**Table 1. Sample Description**

Classification		Focal Employee		Coworker	
		Frequency	%	Frequency	%
Gender	Male	70	43.21	50	30.86
	Female	90	55.56	111	68.52
	Missing Value	2	1.23	1	0.62
Age	20 ~ 30	74	45.68	88	54.32
	31 ~ 40	61	37.65	53	32.72
	41 ~ 50	21	12.96	13	8.02
	Over 51	4	2.47	4	2.47
	Missing Value	2	1.23	4	2.47
Education	High School	9	5.56	10	6.17
	2-year College	11	6.79	24	14.81
	Bachelor's degree	120	74.07	121	74.69
	Master's Degree or Higher	10	6.17	7	4.32
	Missing Value	1	0.62	-	-
Organizational Tenure	Less than 5 years	13	8.02	26	16.05
	6 ~ 10 years	15	9.26	22	13.58
	11 ~ 15 years	14	8.64	11	6.79
	More than 15 years	120	74.07	97	59.88
	Missing Value	-	-	6	3.70
Tenure with Coworker	Less than 5 years	35 (21.60%)			
	6 ~ 10 years	28 (17.28%)			
	More than 10 years	95 (58.64%)			
	Missing Value	4 (2.47%)			

## 2. Measures

All participants answered the questions with seven-point Likert scales (ranging from 1 = *strongly disagree* to 7 = *strongly agree*). Questionnaires were originally developed in English but translated into Korean using the back translation method (Brislin, 1970). Focal employees were asked to evaluate the level of coworker's abusive supervision, coworker exchange relationship with the coworker, coworker's ability, and their own abusive supervision. Coworkers evaluated the focal employees' level of OCB. Demographic information was also asked to control the spurious effects.

***Coworker's Abusive Supervision.*** It was measured with modified version of abusive supervision measurement by Tepper (2000). Within fifteen items, "me" was rephrased with "my coworker". A sample of the items is "My supervisor puts my coworkers down in front of others". Cronbach alpha for the measure was .96.

***Coworker Exchange Relationship.*** To measure CWX, Sherony and Green (2002)'s six items was adopted. All the items were to identify respondents' evaluation of exchange relationship with the coworker. "How well does your coworker understand your job problems and needs?" is a sample item. The measure of CWX produced Cronbach alpha of .94.

***Own Abusive Supervision.*** Tepper (2000)'s fifteen items were used to measure focal employee's own abusive supervision. For example, "my leader

expresses anger at me when he/she is mad for another reason” was asked. Cronbach alpha for own abusive supervision was .98.

**Ability.** Modified version of Mayer and Davis (1999)’s six items were adopted to measure coworker’s ability. Within items, “top management team” was rephrased as “my coworker”. A sample of item is “my coworker is very capable of performing this job”. Measure of ability showed Cronbach alpha of .96.

**Organizational Citizenship Behavior.** OCB was measured with Podsakoff, Ahearne, and MacKenzie (1997)’s seven items. Among thirteen items developed originally, seven items were regarding helping behavior, and other six items were about civic virtue and sportsmanship. In this study, OCB connotes the helping behavior toward the target of abusive supervision. Therefore, I adopted only seven to focus on the helping behavior toward coworkers. For example, “My coworker helps me when I fall behind in my work” was asked. The measure demonstrated Cronbach alpha of .94.

**Control variables.** Since this study explore relationship between coworkers, both focal employees and coworkers’ demographic factors (age, gender, education, marriage) were controlled to prevent spurious effects (Bernerth & Aguinis, 2016). Other extant literatures regarding coworker dyads controlled demographic factors from both participants as well (Takeuchi, Yun, & Wong, 2011). Focal employees’ tenure with the coworkers were also controlled

because the length of the time the focal employee worked with the coworker could affect the reaction of the focal employee (Mitchell et al., 2015; Priesemuth, 2013).

### **3. Analytical Procedures**

Prior to test hypotheses, confirmatory factor analyses (CFAs) was conducted to verify construct validities of variables. First, we compared baseline model including all five variables (i.e., coworker's abusive supervision, CWX, focal employee's own abusive supervision, coworker's ability, OCB) to other alternative models, and examined overall model fit. Then, to differentiate two moderators, I combined focal employee's own abusive supervision and coworker's ability and tested four-factor model. To examine if moderators and a mediator are distinctive, three-factor model was included as well. Two-factor model was also verified to examine if coworker's abusive supervision can be separated from others. Finally, one-factor model, which included all five variables were tested. Three major indexes (i.e., comparative fit index (CFI), Tucker Lewis Index (TLI), and root mean square error of approximation (RMSEA)) were all verified to confirm the overall fit.

The study conducted hierarchical regression analyses and SPSS PROCESS to test the hypotheses. Before analyses, all variables were mean-centered to prevent multi-collinearity problems. First, in step 1, to minimize the spurious effects, this study included control variables such as employees'

age, gender, education level, tenure, and tenure with coworker. In step 2, to test Hypothesis 1, I included coworker's abusive supervision and examined CWX as dependent variable. Next, to test mediation effect (Hypothesis 2) on OCB via CWX, I entered control variables in step 1, coworker's abusive supervision in step 2, then CWX in step 3. Dependent variable was OCB at this time. It was also tested by SPSS PROCESS, which is developed by Preacher and Hayes (2004). Then, I put focal employee's own abusive supervision, coworker's ability and each interaction term with coworker's abusive supervision in step 4 to test moderation effect (Hypothesis 3a, Hypothesis 4a). Finally, moderated mediation effect (Hypothesis 3b, Hypothesis 4b) was tested by bootstrapping method of SPSS PROCESS (Preacher & Hayes, 2004).

## V. RESULTS

### 1. Preliminary Analyses

#### 1.1 Confirmatory Factor Analyses

Table 2 shows the results of CFAs. The five-factor model was verified as best of all. In specific, fit indices of five-factor were as follows: values of chi-square ( $\chi^2$ ) = 2910.40, Degree of Freedom (DF) = 1069, Comparative Fit Index (CFI) = .82, Tucker-Lewis Index (TLI) = .81, Root Mean Square Error of Approximation (RMSEA) = .11. These results confirmed that five-factor baseline model is best among other alternative models, by showing significant improvement in fit indices. Four-factor model, for instance, was examined to confirm the difference between two moderators, focal employee's own abusive supervision and coworker's ability. As exhibited in table 2, the results of four-factor model were as follows:  $\chi^2$  = 3845.40, DF = 1073, CFI = .73, TLI = .71, RMSEA = .13. Therefore, the baseline model provided superior fit than four-factor model. Similarly, other alternative models, three-factor model ( $\chi^2$  = 4640.13, DF = 1076, CFI = .65, TLI = .63, RMSEA = .14), two-factor model ( $\chi^2$  = 6047.01, DF = 1079, CFI = .51, TLI = .49, RMSEA = .17), one-factor model ( $\chi^2$  = 7015.19, DF = 1080, CFI = .41, TLI = .39, RMSEA = .18) also showed inferior model fit than five-factor model. Thus, as hypothesized in the article, five-factor model is most appropriate to examine the relationship I proposed

**TABLE 2. Confirmatory factor analysis results**

Model	Description	$\chi^2$	DF	CFI	TLI	RMSEA	$\Delta \chi^2$	$\Delta$ DF
Hypothesized model	Five-factor model	2910.40***	1069	.82	.81	.10		
Model1	Four-factor model	3845.40***	1073	.73	.71	.13	935.00	4.00
Model2	Three-factor model	4640.13***	1076	.65	.63	.14	794.73	3.00
Model3	Two-factor model	6047.01***	1079	.51	.49	.17	1406.88	3.00
Model4	One-factor model	7015.19***	1080	.41	.39	.18	968.18	1.00

*Note.* *CFI* Comparative Fit Index. *TLI* Tucker-Lewis Index. *RMSEA* Root Mean Square Error of Approximation  
 \* $p \leq .05$ ; \*\* $p \leq .01$ , \*\*\* $p \leq .001$  (two-tailed)  
 Five-factor model: coworker abusive supervision; CWX; focal employee's abusive supervision; coworker's ability; OCB  
 Four-factor model: coworker abusive supervision; CWX; OCB; focal employee's abusive supervision and coworker's ability combined  
 Three-factor model: coworker abusive supervision; OCB; CWX, focal employee's abusive supervision and coworker's ability combined  
 Two-factor model: coworker abusive supervision, CWX, focal employee's abusive supervision and coworker's ability combined; OCB  
 One-factor model: coworker abusive supervision, CWX, focal employee's abusive supervision, coworker's ability and OCB combined



## 1. 2 Descriptive Statistics and Correlations

The means, standard deviations, intercorrelation, and Cronbach's alpha coefficient of major variables are in table 3. To prevent potential multicollinearity problem, variables were mean-centered (Aiken & West, 1991). All variables show high level of Cronbach alpha, .94 or higher.

Correlations of variables are mostly in expected direction. Coworker's abusive supervision is negatively correlated to CWX ( $r = -.32, p < .01$ ) and positively correlated to focal employee's own abusive supervision ( $r = .58, p < .01$ ). Focal employee's own abusive supervision is negatively correlated to CWX ( $r = -.15, n.s$ ). Although the correlation of focal employee's abusive supervision and CWX is not significant, it is close to significance ( $p = .06$ ). CWX is positively correlated to OCB ( $r = .29, p < .01$ ) and coworker's ability ( $r = .21, p < .01$ ). Coworker's ability is negatively correlated to coworker's abusive supervision ( $r = -.26, p < .01$ ), own abusive supervision ( $r = -.206, p < .01$ ), and positively related to CWX ( $r = .63, p < .01$ ).

**Table 3. Descriptive Statistics of the Variables**

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Age (S1)	33.37	6.98														
2. Gender (S1)	1.56	.50	-.26**													
3. Education (S1)	2.81	.62	.05	-.10												
4. Marriage (S1)	1.65	.49	-.74**	.19*	.01											
5. Age (S2)	31.70	7.14	.57**	-.15	-.01	-.44**										
6. Gender (S2)	1.69	.47	-.14	.28**	-.12	.04	-.21**									
7. Education (S2)	2.77	.62	-.17*	-.06	.32**	.19*	-.16*	-.04								
8. Marriage (S2)	1.78	.42	-.42**	.16*	-.02	.41**	-.70**	.21**	.21**							
9. Tenure with Coworker	28.91	38.02	.37**	-.05	-.13	-.38**	.15	-.14	-.22**	-.22**						
10. Coworker AS	1.68	.86	.12	-.01	-.06	-.03	.13	-.01	-.17*	-.16*	.09	(.96)				
11. CWX	4.89	1.15	-.01	-.03	.07	.10	-.13	.06	.22**	.19*	-.03	-.32**	(.94)			
12. Own AS	1.75	1.06	.19*	-.05	.04	-.11	.10	.01	-.15	-.15	.11	.58**	-.15	(.98)		
13. Coworker Ability	5.28	1.19	.00	-.02	-.04	.03	-.11	.15	.17*	.22**	-.04	-.26**	.63**	-.21**	(.96)	
14. OCB	5.19	1.10	-.13	-.10	.03	.14	-.10	.00	.154*	.08	-.26**	-.20*	.29**	-.11	.21**	(.94)

*Note.* N=162.

All variables are mean-centered.

S1 for focal employee; S2 for coworker.

\*p<.05; \*\*p<.01; \*\*\*p<.001 (two-tailed)

## **2. Hypotheses Testing**

### **2.1 Direct Effects of Coworker's Abusive Supervision on CWX**

Hypothesis 1 proposes that coworker's abusive supervision would negatively affect a CWX between the focal employees and coworkers. As exhibited in table 4, coworker's abusive supervision negatively affects CWX between focal employee and coworker ( $\beta = -4.042$ ,  $p < .001$ ). Therefore, Hypothesis 1 is supported.

### **2.2 Mediating Effects of CWX**

Hypothesis 2 suggested mediation effect of CWX in the relationship between coworker's abusive supervision and focal employee's OCB. In particular, I proposed that coworker's abusive supervision will negatively affect the CWX, and it will eventually weaken the level of OCB a focal employee conduct. As exhibited in 5, the result of hierarchal regression analysis indicates suggested mediating effects, thus Hypothesis 2 is also supported ( $\beta = 3.014$ ,  $p < .01$ ). It is also tested with bootstrapping methods in SPSS PROCESS (Preacher & Hayes, 2007) As indicated in table 6, results from SPSS PROCESS (Preacher & Hayes, 2007) also supported the mediation. Mediating effects was negative (-.10) and bootstrapped 95% CI around the indirect effect did not include zero, ranging from -.18 to -.04. Thus, Hypothesis 2 was supported.

**Table 4. Regression on CWX (H1)**

	<b>Model1</b>	<b>Model2</b>
<b>S1_Age</b>	.22	.28*
<b>S1_Gender</b>	-.04	-.04
<b>S1_Education</b>	.00	.00
<b>S1_Marriage</b>	.18	.24*
<b>S2_Age</b>	-.06	-.06
<b>S2_Gender</b>	.07	.08
<b>S2_Education</b>	.19*	.15
<b>S2_Marriage</b>	.13	.08
<b>Tenure with Coworker</b>	.04	.05
<b>Coworker AS</b>		-.31***
<b>Overall F</b>	1.72	3.33***
<b>R<sup>2</sup></b>	.09	.18
<b>Change in F</b>	1.72	16.33***
<b>Change in R<sup>2</sup></b>	.09	.09

*Note.* N=162.

All variables are mean-centered.

S1 for Focal employee; S2 for Coworker

\*p<.05; \*\*p<.01; \*\*\*p<.001 (two-tailed)

**Table 5. Regression on OCB (H2)**

	<b>Model1</b>	<b>Model2</b>	<b>Model3</b>
<b>S1_Age</b>	.03	.06	-.01
<b>S1_Gender</b>	-.11	-.11	-.10
<b>S1_Education</b>	-.05	-.06	-.06
<b>S1_Marriage</b>	.05	.09	.03
<b>S2_Age</b>	-.10	-.10	-.08
<b>S2_Gender</b>	-.01	-.01	-.03
<b>S2_Education</b>	.10	.08	.04
<b>S2_Marriage</b>	-.05	-.07	-.09
<b>Tenure with Coworker</b>	-.24*	-.23*	-.25*
<b>Coworker AS</b>		-.17*	-.09
<b>CWX</b>			.25***
<b>Overall F</b>	1.83	2.142*	2.878**
<b>R<sup>2</sup></b>	.10	.12	.17
<b>Change in F</b>	1.83	4.556*	9.086**
<b>Change in R<sup>2</sup></b>	.10	.03	.05

*Note.* N=162.

All variables are mean-centered.

S1 for Focal employee; S2 for Coworker

\*p<.05; \*\*p<.01; \*\*\*p<.001 (two-tailed)

**Table 6.**  
**Results of Bootstrap for Indirect Effects of CWX (H2)**

<b>Dependent</b>	<b>Bias-corrected confidence intervals</b>			
	Indirect	Boot SE	LLCI	ULCI
<b>Coworker Abusive Supervision</b>	-.10	.04	-.18	-.04

*Note.* N=162.

Bootstrap sample size = 10,000

## **2.3 Moderating Effects of Focal Employee's Abusive Supervision**

As indicated in table 7, Hypothesis 3a predicted the effects of focal employee's own abusive supervision as a moderator. Specifically, I expected the exchange relation between coworker's abusive supervision and coworker exchange relationship to be stronger when focal employee's own abusive supervision is high as a result of positive interaction between own and coworker's abusive supervision. In other words, own abusive supervision is assumed to cope the negative effects of coworker's abusive supervision. However, as suggested in table 5, the interaction term of coworker abusive supervision and focal employee's own abusive supervision is not significant ( $\beta = -.441, p = n.s$ ). Thus, Hypothesis 3a was not supported.

## **2.4 Moderating Effects of Coworker's Ability**

Moderating effect of coworker's ability (Hypothesis 4a) was also tested with SPSS hierarchal regression method. In particular, the relationship between coworker abusive supervision and coworker exchange relationship was assumed to be stronger when the level of coworker ability the is high. As indicated in table 8, the interaction term between coworker abusive supervision and coworker's ability is significant ( $\beta = -.2412, p < .05$ ). I also plotted the result using method of Aiken and West (1991), and it is presented in figure 3. I could verify that the relationship between coworker abusive

supervision and CWX was stronger when the coworker's ability is high than when it is low. Specifically, CWX was highest when the focal employee evaluated coworkers to have high quality of ability, and they were not suffering from abusive supervision (High coworkers' ability and low coworker abusive supervision), and second highest was the case when the coworker ability was evaluated to be high and they were suffering from supervisor abuse (High coworker's ability and high coworker's abusive supervision). In both cases, I could verify that coworker's ability significantly effects the level of CWX when the coworker is under abusive supervision. I conducted simple slope test as well to examine exact moderating effect. The results exhibit that the relationship between coworker's abusive supervision and CWX is significant when coworker's ability is high ( $b = -.497$ ,  $t = -5.982$ ,  $p < .001$ ), but not when it is low ( $b = -.082$ ,  $t = -1.159$ ,  $p = n.s.$ ). Thus, Hypothesis 3a was supported.

## **2.5 Moderated Mediating Effects**

Hypothesis 3b, which insists moderated mediation effect of focal employee's own abusive supervision, was tested by SPSS PROCESS (Preacher & Hayes, 2007). I estimated 95% CI using bootstrapping method and verified the moderated mediation model is not supported since the range of a bootstrapped 95% CI included zero ( $-.0530$  to  $.0303$ ). Thus, Hypothesis 3b was not supported.



Regarding Hypothesis 4b, moderated mediation effects of coworker ability on the relationship between coworker abusive supervision and focal employee's OCB via CWX was also tested by SPSS PROCESS (Preacher & Hayes, 2007). As proposed in table 9, the indirect effect of coworker ability at the high level was stronger (-.0994) and significant, because a bootstrapped 95% CI is ranging from -.20 to -.24, not containing zero. In contrast, at low level of coworker ability, the result was not significant since a bootstrapped CI around the indirect effect was containing zero (-.06 to .04). Thus, Hypothesis 4b was supported at high level of coworker ability.

**Table 7. Regression on OCB (H3a)**

	<b>Model1</b>	<b>Model2</b>	<b>Model3</b>	<b>Model4</b>
<b>S1_Age</b>	.22	0.28*	0.27*	0.28*
<b>S1_Gender</b>	-.04	-.04	-.04	-.04
<b>S1_Education</b>	.00	.00	-.01	.00
<b>S1_Marriage</b>	.18	.24	0.24*	0.24*
<b>S2_Age</b>	-.06	-.06	-.05	-.05
<b>S2_Gender</b>	.07	.08	.08	.09
<b>S2_Education</b>	0.19*	.15	.16	.15
<b>S2_Marriage</b>	.13	.08	.09	.09
<b>Tenure with Coworker</b>	.04	.05	.05	.06
<b>Coworker AS</b>		-0.31***	-0.34***	-.26
<b>Own AS</b>			.06	.11
<b>Co AS x OwnAS</b>				-.13
<b>Overall F</b>	1.72	3.33***	3.06***	2.81**
<b>R<sup>2</sup></b>	.09	.18	.18	.18
<b>Change in F</b>	1.72	16.33***	.45	.19
<b>Change in R<sup>2</sup></b>	.09	.09	.00	.00

*Note.* N=162.

All variables are mean-centered.

S1 for Focal employee; S2 for Coworker

\*p<.05; \*\*p<.01; \*\*\*p<.001 (two-tailed)

**Table 8. Regression on OCB (H4a)**

	<b>Model1</b>	<b>Model2</b>	<b>Model3</b>	<b>Model4</b>
<b>S1_Age</b>	.22	.28*	.18	.15
<b>S1_Gender</b>	-.04	-.04	.00	-.01
<b>S1_Education</b>	.00	.00	.05	.03
<b>S1_Marry</b>	.18	.24	.20*	.21*
<b>S2_Age</b>	-.06	-.06	-.07	-.05
<b>S2_Gender</b>	.07	.08	.00	-.01
<b>S2_Education</b>	.19*	.15	.07	.06
<b>S2_Marry</b>	.13	.08	-.03	-.02
<b>Tenure with Coworker</b>	.04	.05	.04	.04
<b>Coworker AS</b>		-.31***	-.17*	.47
<b>Coworker Ability</b>			.57***	.86***
<b>Co AS x Ability</b>				-.65*
<b>Overall F</b>	1.72	3.33***	11.35***	11.22***
<b>R<sup>2</sup></b>	.09	.18	.45	.48
<b>Change in F</b>	1.72	16.33***	75.15***	5.82**
<b>Change in R<sup>2</sup></b>	.09	.09	.27	.02

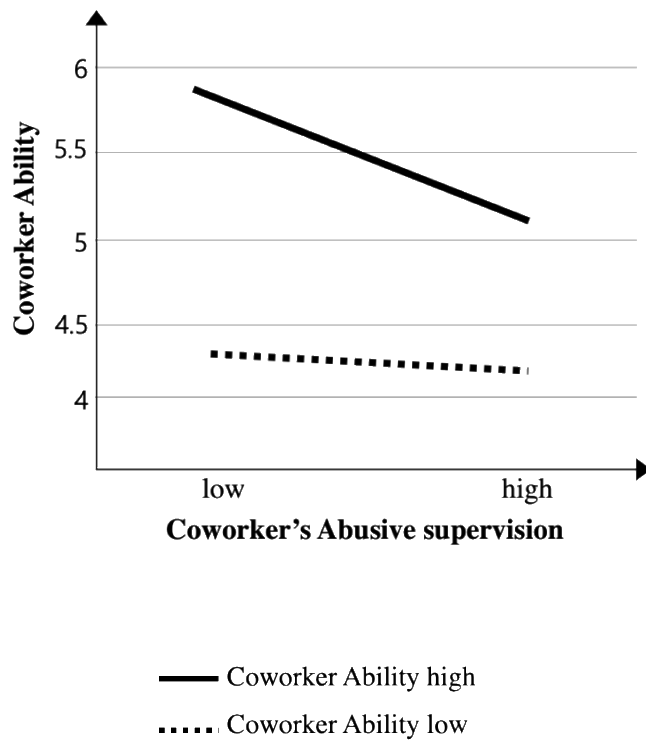
*Note.* N=162.

All variables are mean-centered.

S1 for Focal employee; S2 for Coworker

\*p<.05; \*\*p<.01; \*\*\*p<.001 (two-tailed)

**Figure 2.**  
**The Moderating Effects of Coworker's Ability**



**Table 9. Moderated Mediation Results of Coworker's Ability (H4b)**

<b>Moderator</b>	<b>Coworker's Ability</b>	<b>Effect</b>	<b>Boot SE</b>	<b>BootLLCI</b>	<b>BootULCI</b>
<b>Low</b>	4.00	-.01	.02	-.06	.04
<b>High</b>	6.33	-.10	.05	-.20	-.02

*Note.* N=162

Bootstrap sample size = 10,000

## **VI. DISCUSSION**

### **1. Summary of Major Findings**

Considering increased emphasis on abusive supervision lately, this study intended to broaden the extant perspective in the field of abusive supervision and investigate if its impact can be indirect and widespread within organization. Based on increased significance of coworkers in organization (Chiaburu & Harrison, 2008), this study discussed an influence of peer abusive supervision on other focal employees within organization. Until now, most literatures regarding abusive supervision concentrated on the direct influence of supervisor on employees' behavioral outcomes because of supervisors' hierarchal position in organization (Zhang & Liao, 2015). However, this article broadened that perspective, and demonstrated that even if the focal employees are not directly abused by supervisors but just an observer, it can still have impacts on them. To be specific, I proposed negative relationship between observing coworker's abusive supervision and focal employees' OCB, which is mediated by exchange relationship between focal employee and the coworker. Moreover, I suggested that focal employee's evaluation toward coworker's ability and focal employee's own abusive supervision would have a moderating effect on the relation of peer abusive supervision and CWX between focal employee and coworker, which will be eventually linked to the OCB. Since I gained supports for most of the

hypotheses, I demonstrated the indirect effects of abusive supervision. In specific, this study explored that even when the focal employee is observer of abusive supervision, it can still affect him or her when forming relationship with the abused coworker. Furthermore, I verified that the coworker's ability can cope such negative effects of peer abusive supervision. In sum, all the Hypotheses except Hypothesis 3 are supported, and it is described in table 10.

**Table 10. Summary of Results**

<b>No.</b>	<b>Hypothesis</b>	<b>Result</b>
Hypothesis 1	Coworker's abusive supervision is negatively related to coworker exchange relationship (CWX) between the focal employee and abused coworker.	Supported
Hypothesis 2	Coworker's abusive supervision is negatively related to the focal employee's Organizational Citizenship Behavior (OCB) toward the abused coworker, and such relation is mediated by CWX between the focal employee and the coworker.	Supported
Hypothesis 3a	The focal employee's own experience of abusive supervision moderates the negative relationship between coworker's abusive supervision and CWX. In specific, CWX is strengthened when the focal employee's own abusive supervision is high rather than low.	Not supported
Hypothesis 3b	The focal employee's own experience of abusive supervision moderates the relationship between coworker's abusive supervision and focal employee's OCB toward the abused coworker via CWX between them, such that the level of OCB is strengthened when the focal employee's own abusive supervision is high rather than low.	Not supported
Hypothesis 4a	The abused coworker's ability moderates the negative relationship between coworker's abusive supervision and CWX. In specific, CWX is strengthened when the coworker's ability is high rather than low.	Supported
Hypothesis 4b	The abused coworker's ability moderates the relationship between coworker's abusive supervision and focal employee's OCB toward the abused coworker via CWX between them, such that the level of OCB is strengthened when the coworker's ability is high rather than low.	Supported



## **2. Theoretical and Practical Implications**

Major findings in the study contributed the field of organizational behavior in diverse ways. First and foremost, this study extends the field of abusive supervision by exploring the focal employee's reactions toward the abused coworker. Most of extant literatures regarding abusive supervision examined diverse negative effects of abusive supervision. For instance, reseachers noted that employees show negative behavioral outcomes such as low level of task performance, job satisfaction, and OCB (Zhang & Liao, 2015) because of psychological distress, emotional exhaustion induced by abusive supervision (Tepper, 2000; 2007). Although many of scholars focused on the direct effects of abusive supervision in their research, in this study, I attempted to broaden that existing perspective and turned the attention to the indirect and vicarious effects of abusive supervision. Particularly, I noted the effects of coworker's abusive supervision on the focal employee who only experienced it in indirect way. Since destructive and negative impacts of abusive supervision become "contagious and self-perpetuating" (Tu, Bono, Shum, & LaMontagne, 2018: 689), this study highlights spiral and widespread influence of abusive supervision (Andersson & Pearson, 1999; Mitchell et al., 2015). Most of Hypotheses are supported in the study, therefore, I successfully demonstrated that even when the focal employee is not directly abused by the supervisor, he or she can still be affected by only witnessing their coworkers being abused. More importantly, contrast to extant articles which explained coworker's abusive supervision in deontic justice theory and

suggested the third party's positive reaction toward the victims (Priesemuth & Schminke, 2019; Skarlicki & Kulik, 2005), this study adopted different perspective and addressed that coworker's abusive supervision is negatively related to the observer's OCB. In specific, contrary to traditional deontic view, this study proposed that one would not form positive exchange relationship with the victim and do not tend to help them either. In sum, this study contributed to the field by suggesting new approach toward the field of abusive supervision.

Second, this study suggests variation of CWX depend on coworker's abusive supervision. Nowadays, significance of coworkers has grown since the organization is flatter and team-based (Chiaburu & Harrison, 2008), and lots of employees in organization routinely communicate and interact with each other (Fairlie, 2004). However, CWX gained less attention compared to Leader-Member Exchange Relationship (LMX) or Team Member Exchange (TMX) in extant studies. Therefore, this study extended the field of coworkers by highlighting the relationship between coworkers. In particular, I applied Sherony and Green (2002)'s triadic relationship theory to examine the variation of their relationship under abusive supervision. Contrary to extant literatures which investigated abusive supervision's direct influence on the victims (Zhang & Liao, 2015) or solely the third party's reaction toward coworkers being abused (Mitchell et al., 2015; Peng et al., 2014; Priesemuth & Schminke, 2019), this research focused on the relationship between coworkers. Specifically, this study explores change of the CWX and

demonstrated that abusive supervision toward the coworkers have influence on the relationship between the focal employee and coworkers, thus contributes the field of both abusive supervision and coworker. Since the framework including CWX is supported, I demonstrated that coworkers' relationship does vary depend on the leadership even in indirect way, which will eventually impact the behaviors toward each other.

Third, I proposed coworker's ability and focal employee's own abusive supervision as boundary conditions to the coworker's abusive supervision. Moderating effects of coworker's ability on the level of CWX and OCB was supported, so I demonstrated that the focal employee's evaluation toward the abused coworker have influence on their relationship. Specifically, I addressed that when the abused coworker possesses certain ability, the focal employee would tend to form the relationship with that coworker even he or she is mistreated by the supervisor. On the other hand, moderating effects of the focal employee's own abusive supervision was not supported. Baer and colleagues (2018) suggested that unfairness in the organization is easily shared, and Tu and colleagues (2018) indicated that negative impacts of abusive supervision is contagious. Therefore, I insisted that experiences of abusive supervision would be shared easily in organization, which will form positive interaction between two coworkers. Eventually, I posited that such interaction would cope the negative impacts of abusive supervision. However, Hypothesis regarding focal employee's own abusive supervision is not supported, thus such interaction did not gain support either.

When forming the relationship, every individual appraises the other's behavior, whether he or she is beneficial to establish the relationship and worth of trust (Schaubroeck, Peng, & Hannah, 2013; Tyler & Blader, 2000). In such interpersonal situation, negative information is specifically more significant because it is salient when identifying possible threats in the workplace (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001). Therefore, employees tend to be more cautious on interpersonal evaluation under abusive supervision because threats already exist within organization. Moreover, the focal employee makes his or her own judgement toward the coworker even when the coworker is abused by the supervisor, whether the victim deserves such mistreatment or not (Mitchell et al., 2015). In sum, I argue that the reason moderation of abused coworker's ability was supported but not focal employee's own abusive supervision is because coworker's aspect more importantly affects the judgement of focal employees, whether to strengthen CWX with the coworker or not. CWX is based on reciprocation and turn-taking (Gouldner, 1960; Kelley & Thibaut, 1978), thus resources one can gain from the coworker is quite salient (Chiaburu & Harrison, 2008). If the coworker can give resources to the focal employee through the exchange relationship between them, then the focal employee would be able to release uncertainty and stress in organization and focus on other parts in organization. Consistently, since coworker's ability is identified by focal employees in this study, it can be regarded as potential resources, one of the factors which may impact on the focal employee's judgement of the abused coworker. In contrast,

focal employee's own experience of abusive supervision is assessed by oneself, which represents one's own experience. Furthermore, it is focal employee's own experience, so its influence on the exchange relationship would be less than coworker's characteristics, which can directly affect the reciprocation in the relations. Therefore, focal employees' own abusive supervision would not have salient impacts on evaluation regarding the abused coworker. In sum, I demonstrated that the focal employee's evaluation toward the coworker affects the relation between the coworker and the focal employee and contributed the literatures of CWX.

Finally, I also contributed the field of OCB. Most of extant studies regarded OCB as outcomes of prosocial motives (Rioux & Penner, 2001) and other-serving values (Joireman et al., 2006; Settoon & Mossholder, 2002). In this study, however, I verified that those are not the only motives for OCB. According to extant perspective, focal employees who witnessed others being abused are likely to exhibit OCB toward victims, because it is unjust and unfair situation. However, since most of the hypotheses are supported in the results, I demonstrated that individuals do not tend to help others even when they are in trouble. Rather, they are not likely to form the relationship with victims, and not help them either. Therefore, I could posit that prosocial or other-serving values are not enough to explain the reason individuals do OCB. Recently, scholars suggested impression management motives as one antecedent of OCB (Bolino, 1999; Flynn, 2003; Grant & Mayer, 2009). They insist that individuals do OCB when they want to be looked good. Under peer

abusive supervision, helping the victims is hardly likely to be shown as beneficial because abusive supervision induces fear within organization (Tepper, 2000). Therefore, they do not tend to exhibit OCB to those victims. Furthermore, since I gained support for one of moderating Hypotheses, I proposed the abused coworker's ability as one of the factors affect the focal employee's judgement toward the coworker. Since I examined that focal employees do more OCB if the coworker has certain ability, I verified that OCB is exhibited when the focal employee supposes such behavior would bring certain benefits to him or her. Thus, in this study, I could put a light on other perspectives toward OCB.

This study also provides some practical implications. Above all, this study highlights negative effects of abusive supervision. Most of managers would already know the negative impacts of abusive supervision because it is familiar issue in organization lately. However, many of them would only be aware of the direct impacts of abusive supervision. However, findings in this study suggest that abusive supervision has more widespread influence within organization, which can induce spillover effects. In the workplace, employees experience abusive supervision vicariously more often than in direct way (Harris et al., 2013). Therefore, since adverse influence of abusive supervision can be wider than expected, organizations should offer specific training programs to educate managers not to do abusive behavior toward their subordinates. For instance, managers should be aware of the impacts of their behaviors, that their mistreatment can influence not only the direct

victims, but others in organizations. So even if the targets of their mistreatment were less valuable or competent employees, other employees who gain higher evaluation within organization can be influenced by their behaviors as well. Thus, by the training program, managers should learn the widespread damage their mistreatment can induce and modify their behaviors. Furthermore, if managers do not change their behaviors after training program, other treatments can be done to correct their behaviors, such as disciplinary actions from their senior supervisors.

Moreover, coworker exchange or interactions occur more frequently in organizations than between employees and supervisors (Chiaburu & Harrison, 2008). Through such exchange, employees gain resources such as psychological support and useful information, which can reduce tension and uncertainty in organizations. As consequences, employees can overcome role conflict, increase job satisfaction and effectiveness through positive quality of exchange with their coworkers (Chiaburu & Harrison, 2008). However, if quality of coworker exchange relationship is negative because of abusive supervision, it can bring out adverse influence in organization widespread. Thus, organizations must understand negative outcomes of abusive supervision broadly and try to educate managers not to do such behaviors.

### **3. Limitation and Future Research**

Still, this research has few limitations. First, this study used cross-sectional design, which includes possibility of misunderstanding the causality. For

instance, in this paper, I insisted that weakened CWX predicts focal employee's low quality of OCB toward the abused coworker. However, the proposed causal relationship can be opposite, so the quality of CWX can possibly be predicted by the focal employee's OCB. Therefore, in future research, a longitudinal design or experimental design can be used to complement such limitations.

Second, this study collected data from limited cultural context. Since Korean own cultural characteristics, such as high-power distance or rigid hierarchy, could have impact on the results, in future study, data from varied cultural contexts should be used to examine the same relationship.

Third, among various mediating mechanisms between coworker's abusive supervision and focal employee's OCB, I only considered CWX between focal employee and the abused coworker. However, other mechanisms can also be explored as a results of peer abusive supervision. For instance, Peng and colleagues (2014) examined that focal employees' affect-based trust would be varied depend on peer abusive supervision, and Priesemuth and Schminke (2019) proposed moral outrage as mediating mechanism between observed abusive supervision and focal employee's helping behavior. Therefore, to enrich the literature and contribute to the field, the future research may also consider psychological or other mediating mechanisms between peer abusive supervision and focal employees' behavioral outcomes.



Finally, moderating variables can also be considered in broader perspective. In this study, I examined abused coworker's ability and focal employee's own abusive supervision as moderating variables. However, other variables can also be explored as moderators. For example, other coworker-related factors, such as popularity can be considered. Furthermore, although focal employee's own abusive supervision is not supported to have moderating effect, other aspects regarding focal employees can be still considered. For instance, the focal employees' motives to form positive images in organization can be explored as other moderators, because impression motives are considered as one of motives for OCB (Grant & Mayer, 2019). Thus, in future research, other possible variable can be examined as moderators.

## **VII. CONCLUSION**

In this study, I examined influence of coworker's abusive supervision on the focal employee, who experience abusive supervision indirect way through observing or hearing from the abused coworkers. Most of extant literatures addressed that employees who witnessed coworkers being abused would perceive it unfair and behave to repair such damaged sense of fairness. However, in this study, I explored other aspects of peer abusive supervision. In specific, I supposed that coworker's abusive supervision would negatively affects focal employees' OCB toward the abused coworker, which will be mediated by CWX between them. Moreover, coworker's ability and focal employees' own experience of abusive supervision were suggested to have moderating effects. Since most of Hypotheses were supported, I verified the influence of peer abusive supervision, and fill the gap of extant literatures regarding abusive supervision and coworkers.

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## SURVEY ITEMS (English)

### <Focal Employee Rating>

#### *Coworker's Abusive Supervision*

1. My leader ridicules my coworker
2. My leader tells my coworker any thoughts or feelings are stupid
3. My leader gives my coworker the silent treatment
4. My leader puts my coworker down in front of others
5. My leader invades my coworker's privacy
6. My leader reminds my coworker of his/her past mistakes and failures
7. My leader doesn't give my coworker credit for jobs requiring a lot of effort
8. My leader blames my coworker to save himself/herself embarrassment
9. My leader breaks promises he/she makes
10. My leader expresses anger at my coworker when he/she is mad for another reason
11. My leader makes negative comments about my coworker to others
12. My leader is rude to my coworker
13. My leader does not allow my coworker to interact with others
14. My leader tells my coworker he/she is incompetent
15. My leader lies to my coworker

### ***Coworker Exchange Relationship***

1. Do you know where you stand with your coworker. . do you usually know how satisfied your coworker is with what you do?
2. How well does your coworker understand your job problems and needs?
3. What are the chances that your coworker would use his/her power to help you solve problems in your work?
4. What are the chances that your coworker would “bail you out,” at his/her expense?
5. I have enough confidence in my coworker that I would defend and justify his/her decision if he/she were not present to do so
6. How would you characterize your working relationship with your coworker?

### ***Own Abusive Supervision***

1. My leader ridicules me
2. My leader tells me any thoughts or feelings are stupid
3. My leader gives me the silent treatment
4. My leader puts me down in front of others
5. My leader invades my privacy
6. My leader reminds me of my past mistakes and failures
7. My leader doesn't give me credit for jobs requiring a lot of effort
8. My leader blames me to save himself/herself embarrassment
9. My leader breaks promises he/she makes
10. My leader expresses anger at me when he/she is mad for another reason
11. My leader makes negative comments about me to others
12. My leader is rude to me
13. My leader does not allow me to interact with my coworkers
14. My leader tells me I'm incompetent
15. My leader lies to me

### ***Coworker's Ability***

1. My coworker is very capable of performing his/her job
2. My coworker is known to be successful at the things he/she tries to do
3. My coworker has much knowledge about the work that needs done
4. I feel very confident about my coworker's skills
5. My coworker has specialized capabilities that can increase his/her performance
6. My coworker is well qualified

### <Coworker Rating>

#### *Coworker's Organizational Citizenship Behavior*

1. My coworker helps me out if I fall behind in my work
2. My coworker willingly share his/her expertise with me
3. My coworker tries to act like peacemakers when others have disagreements
4. My coworker takes steps to try to prevent problems with me
5. My coworker willingly gives of his/her time to help me when I have work-related problems
6. My coworker “touch base” with me before initiating actions that might affect me
7. My coworker encourages me when I am down



## <구성원용>

### **동료에 대한 상사의 비인격적 행동**

1. 나의 상사는 나의 동료를 조롱한다
2. 나의 상사는 나의 동료의 생각이나 감정들이 한심하다고 말한다
3. 나의 상사는 나의 동료의 요구를 묵살한다
4. 나의 상사는 타인 앞에서 나의 동료를 무시한다
5. 나의 상사는 나의 동료의 사생활을 침해한다
6. 나의 상사는 나의 동료의 과거 실패나 실수들을 상기시킨다
7. 나의 상사는 나의 동료가 많은 노력을 기울이고 열심히 한 것에 대해 인정해 주지 않는다
8. 나의 상사는 자신의 난처함을 감추기 위해 나의 동료를 비난한다
9. 나의 상사는 자신이 한 약속을 지키지 않는다
10. 나의 상사는 다른 이유로 화가 나 있는데도 그것을 나의 동료에게 킁다
11. 나의 상사는 타인에게 나의 동료에 대한 부정적인 말을 한다
12. 나의 상사는 나의 동료를 무례하게 대한다
13. 나의 상사는 나의 동료가 다른 동료들과 어울리지 못하도록 방해한다
14. 나의 상사는 나의 동료가 무능력하다고 말한다
15. 나의 상사는 나의 동료에게 거짓말을 한다

### **동료와의 교환 관계**

1. 나의 동료는 내가 하고 있는 일에 대해 상당히 만족한다
2. 나의 동료는 내가 가지고 있는 문제와 욕구에 대해 잘 이해하고 있다
3. 내가 업무수행 도중 문제가 생기면 나의 동료는 개인적으로 그가 가진 권한을 활용하여 나를 도와준다
4. 내가 동료의 도움을 필요로 할 때 그는 자신의 희생을 감수하고라도 나를 도와준다
5. 나는 나의 동료는 내가 내린 결정에 대해 내가 없더라도 옹호해주고 정당화 시켜 줄 것이라고 확신을 갖고 있다
6. 업무에 있어서 나와 나의 동료는 매우 효율적인 관계를 갖고 있다

### **상사의 비인격적 행동**

1. 나의 상사는 나를 조롱한다
2. 나의 상사는 나의 생각이나 감정들이 한심하다고 말한다
3. 나의 상사는 나의 요구를 묵살한다
4. 나의 상사는 타인 앞에서 나를 무시한다
5. 나의 상사는 나의 사생활을 침해한다
6. 나의 상사는 나의 과거 실패나 실수들을 상기시킨다
7. 나의 상사는 내가 많은 노력을 기울이고 열심히 한 것에 대해 인정해 주지 않는다
8. 나의 상사는 자신의 난처함을 감추기 위해 나를 비난한다
9. 나의 상사는 자신이 한 약속을 지키지 않는다
10. 나의 상사는 다른 이유로 화가 나 있는데도 그것을 나에게 푼다
11. 나의 상사는 타인에게 나에 대한 부정적인 말을 한다
12. 나의 상사는 나를 무례하게 대한다
13. 나의 상사는 내가 동료들과 어울리지 못하도록 방해한다
14. 나의 상사는 내가 무능력하다고 말한다
15. 나의 상사는 나에게 거짓말을 한다

### **동료의 능력**

1. 이 동료는 성과를 향상시킬 수 있는 전문적 능력을 가지고 있다
2. 이 동료는 자신의 직무를 수행할 충분한 능력이 있다
3. 이 동료는 맡은 일을 성공적으로 완수하는 것으로 유명하다
4. 이 동료는 업무에 대한 해박한 지식을 가지고 있다
5. 이 동료는 실력이 검증되어 있다
6. 나는 이 동료의 업무 능력에 대해 확신한다

### **<동료용>**

### **동료의 조직시민행동**

1. 나의 동료는 내가 업무에 뒤처져 있을 때 도와준다
2. 나의 동료는 그의 전문 지식을 나와 공유한다
3. 나의 동료는 내가 다른 동료와 의견 충돌이 있을 때 이를 중재하려고 노력한다
4. 나의 동료는 나와 의 문제를 방지하기 위해서 사전에 노력한다
5. 나의 동료는 내가 업무 관련 문제가 있을 때 기꺼이 나를 돕는데 시간을 할애한다
6. 나의 동료는 나에게 영향을 줄 수 있는 행동을 취하기 전에 나와 미리 상의한다
7. 나의 동료는 내가 힘들 때 격려해준다

## 국문초록

# 동료에 대한 상사의 비인격적 행동이 제 3자에 미치는 영향

서울대학교 대학원  
경영학과 경영학 전공  
곽지원

조직 내에서 상사의 비인격적 행동이 야기하는 부정적 결과에 대한 연구는 그 필요성이 나날이 증대되고 있으며, 그에 따라 많은 연구에서 다루어지고 있다. 하지만 대부분의 기존 연구들은 상사의 비인격적 행동이 그 행동을 직접적으로 당하는 조직 구성원에게 미치는 영향력만을 다루고 있기 때문에, 본 연구는 이러한 기존의 관점을 보다 확장하고자 하였다. 즉, 본 연구는 상사의 비인격적 행동이 동료에게 가해질 때, 이를 목격하거나 전해 듣는 등의 간접적인 방법으로 경험하는 구성원에 미치는 영향을 살펴보고자 하였다. 이를 위해 본 연구는 구체적으로 동료에 대한 상사의 비인격적 행동이 그 피해를 입는 동료와 이를 인지하는 구성원 둘 간의 동료 관계, 그리고 그 구성원이 동료에 대해 행하는 조직시민행동에 미치는 영향력을 검토하고자 하였다. 그리고 더 나아가 그 구성원 본인이 경험하는 상사의 비인격적 행동과 동료의 능력이 갖는 조절 효과에 대해서도 연구해보고자 하였다. 이에 본 연구는 다음과 같은 세 가지의 연구 과제를 설정하였다. 첫 번째로 동료에 대한 상사의 비인격적 행동이 구성원과 동료 간의 관계에 갖는 효과를 검증한다. 두 번째로, 동료에 대한 상사의 비인격적 행동이 구성원의 동료에 대한 조직시민행동에 갖는 주 효과와, 이 관계에서 두 구성원 간의 교환 관계가 갖는 매개 효과를 검증한다. 마지막으로

동료의 능력과 구성원 자신의 상사의 비인격적 행동에 대한 경험이 갖는 조절 효과를 검토한다.

본 연구는 한국의 다양한 기업 내에서 구성원과 같은 상사 밑에 있는 동료 한 명을 쌍으로 하여 설문 조사를 진행하였고, 최종적으로 162 쌍의 자료가 분석에 사용되었다. 가설 검증에는 위계적 회귀 분석과 조건부과정분석 방법이 사용되었다. 분석 결과, 본 연구의 대부분의 가설은 지지되었다. 먼저, 동료에 대한 상사의 비인격적 행동은 구성원의 동료에 대한 조직시민행동과 부적 관계를 갖고, 이는 두 구성원 간 교환 관계에 의해 매개되는 것으로 나타났다. 그리고 두 가지 조절 변수 중, 동료의 능력의 조절 효과가 지지되었다. 구체적으로, 동료의 능력이 높을 때 상사의 비인격적 행동이 미치는 부정적 영향이 낮아지는 것으로 나타났다.

본 연구는 다음과 같은 이론적 기여점을 갖는다. 첫 번째로, 본 연구는 기존 연구에서 많이 다루어지지 않았던 상사의 비인격적 행동의 간접적 효과를 검증하였다. 두 번째로, 본 연구는 동료 간의 관계에 집중함으로써 동료 간 관계의 중요성을 다루었다. 마지막으로 본 연구는 조직시민행동의 동기에 대한 다른 측면을 살펴보았다는 의의를 갖는다. 향후 연구를 통해서 이 분야에 대한 이해가 더 깊어질 수 있을 것이다.

**주요어** : 동료에 대한 상사의 비인격적 행동, 동료 간 교환 관계, 조직시민행동, 동료의 능력

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